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FORM NO. 241   REPLACES FORM 36-8   (47)

9 April 1984

MEMORANDUM FOR: Information Systems Board Members

FROM: 25X1

                  Executive Secretary to the Board

SUBJECT: Minutes of 22 March 1984 Meeting of the
                  Information Systems Board

1.   The Information Systems Board met on Thursday,
22 March 1984.   25X1
                                                                       25X1

                                                                       25X1

2.   opened the meeting by asking for additions or
corrections to the minutes of the 24 February meeting.   There were
none.   He then asked if Board members would prefer less detailed
minutes which did not ascribe comments.   The Board members generally
expressed satisfaction with both the level of detail and the
identification of the commentators in the minutes.   25X1

3.   announced that negotiations were underway 25X1
for   to be the contractor for the personal computer   25X1
requirements study.   25X1

4.   briefly summarized the Computer Security Working   25X1
Group's efforts since the 24 February Board meeting.   He distributed
copies of the rewritten Assumptions and asked Board members to review
them and send comments or additions to the Board's Executive
Secretary,   25X1
noted that the Working Group would draft an inter-agency data sharing
policy for presentation at the June Board meeting after Board members
approve the reworked Assumptions.   25X1

5.   then introduced   C/SINAG/MLS/OC   25X1
and Chairman of the Executive Information System Working Group.
                  briefed the Board on the initial findings of the Working 25X1

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Group's survey of CIA management interest in an executive information
system. [   ] briefly summarized the draft requirements paper   25X1
that the Working Group had disseminated prior to the meeting. In it,
the Working Group had concluded that such a system would enhance
communications between managers; permit easier tasking and review; and
allow managers to retrieve information from Agency personnel, budget,
and administrative files. The issues unveiled by the survey included:
the security of administrative information, the need for a system .
managers could use easily, the comparative usefulness versus the cost
of creating such a system, and the choice between divergent technical
paths available. In response to a question from [   ] about the   25X1
availability of management-oriented files, [   ] explained that 25X1
the Working Group also had reviewed existing automated data bases.
The Working Group had found that most of the existing files containing
useful administrative information were not easily accessible for CIA
managers. He pointed out that easier access was possible -- without
building all new files -- using new front end technology such as
"Golden Tiger" (the Xerox 1100 project underway in ASG/DI). Such
technology is too expensive now, however, although the cost will
decline dramatically in the next few years. [   ] concluded his 25X1
summary by asking that Board members send their comments, opinions,
and suggestions on the Working Group's draft to him by 29 March. [   ] 25X1

    6. [   ] asked if there was less interest in executive   25X1
information systems among managers above the office director level.
[   ] asked rhetorically what had precluded the development of   25X1
such a management information system; work had begun on providing this
type of administrative support for managers in 1958. He noted that a
substantial support effort would be required to keep such a system
current. [   ]   25X1

    7. [   ] suggested several reasons why the Agency did not 25X1
yet have an information system for managers. He noted this was
primarily because, when the files were first designed, lack of
resources forced ODP to concentrate its efforts on use by the working
level as the first priority. In answer to [   ] point,   25X1
[   ] said the Working Group did not interview managers below th 25X1
level of office director. He agreed, however, that middle-level
managers undoubtedly could use administrative information systems as
well. [   ] asked if links between different systems would be 25X1
needed. [   ] commented that the DA certainly needed access to 25X1
Agency-wide information. [   ] commented that the DO needs   25X1
access to some non-DO information, but that security controls were
essential to keep DO administrative and operational data from leaking
out of the DO system. [   ]   25X1

    8. [   ] said that DS&T was already past wondering   25X1
whether to create such a system and was asking how to do it.
In response to a question from [   ] about the utility of   25X1
the IMS personnel management system, [   ] briefly described   25X1
it, saying it was a useful tool but contained no large data bases.
He suggested that the Working Group survey the requirement for
automated links between the Deputy Directors. [   ] said that 25X1
need had been expressed in the initial interviews, particularly

2

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in situations involving coordination and when quick response to action items was required. It is clear, however, that the Working Group needs to examine communications between directorates more closely. 25X1

9. ⬜ the Working Group monitor, said that OD&E's 25X1 information system, based on the Wang Alliance, was the most elaborate of those seen by the Working Group. ⬜ asked 25X1 ⬜ how the system was working. ⬜ said it had proved 25X1 so helpful that OD&E "would revolt" if the system were removed. He described the system's uses -- accessing personnel information, rapid scheduling of meetings, communicating with contractors, and even conducting meetings via system mail while traveling. He concluded that the system had increased OD&E's productivity. He suggested that the way in which such a system affected the way Agency managers work with each other is a broader question than increasing management productivity. He cautioned that users should not begin to expect more than an information system can provide and that we should not develop a system based on some least common denominator of needs. 25X1

10. ⬜ agreed with ⬜ praise of the 25X1 capabilities of an executive information system and felt that the halting of "traded telephone calls" was a major bonus. ⬜ said the personnel information on the OD&E system was extracted from Office of Personnel data bases and maintained by OD&E's administrative 25X1 staff. ⬜ remarked that the PRIM system now under development will also permit such use. ⬜ observed that 25X1 similar software programs were available commercially. ⬜ 25X1 mentioned one side benefit of his information system -- secretaries were being used more productively, not merely as typists, since original drafts could be edited and printed out in seconds. ⬜ 25X1

11. Several Board members suggested that the Working Group should look at some existing management information systems to identify uses, costs, and results. ⬜ mentioned an upcoming visit to Hughes 25X1 Aircraft in Los Angeles where all Hughes executives use IBM personal computers linked to the corporation's mainframe. ⬜ 25X1 suggested trips to Martin-Marietta and Bank of America. ⬜ 25X1 mentioned the automated ten-year schedule of business and personal events kept for executives of IBM's training school. ⬜ 25X1 suggested that not all information should be available on such systems and reminded members that the perception of what is a necessary capability often changes once such a capability is available. ⬜ surmised that, despite industry's increasing use of 25X1 executive information systems, the high cost might be prohibitive for the Agency for several more years. ⬜ 25X1

12. ⬜ thanked Board members for their helpful 25X1 comments. He asked members to begin thinking about ways to overcome a variety of information handling resource problems facing the Agency. He outlined a few of these, including:

-- the potential for severe reduction in funding growth beyond FY 1985, at the same time this year's Addendum to the CIA Strategic Plan emphasizes the need for improvement in our

3

information handling services and attention to our competitive position in the job market;

-- the FY 1986 guidance from the DCI which increases the pressure to automate and improve communications capabilities; and

-- the rise in ODP's budget despite declining per capita costs for ADP and increases in capabilities for the same price.

25X1

13. _____ announced that the Information Services Planning 25X1 Working Group would present its initial report to the Board on the Agency's planning needs at the April meeting. _____ said the 25X1 report of the Information Handling Systems Architect (November 1982) remained the basic framework and useable compendium of information and ideas. He added, however, that each of the Directorates would have to do some individual and cooperative planning to accomplish initial automation goals and to handle the information explosion coming in the next few years. 25X1

14. _____ said he and the Executive Committee needed the 25X1 Board's assistance to find solutions to these and other information handling problems. He noted that our commitment to modernize and overcome our deficiencies is real, but we must manage the process. Many of the things we need to do may have to be postponed, or we will have to find new, more creative ways of getting our goals accomplished. He asked Board members to give him their assistance and their ideas. 25X1

15. _____ then adjourned the meeting. The next meeting is 25X1 scheduled for Friday, 27 April, at 1330 hours. Please note that the meeting will be held in the DCI Conference Room (7D64, Headquarters) once again. The topic will be the interim report of the Information Services Planning Working Group on a structure for planning information systems for CIA. (U)

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